

ARI Recruiting Research & Studies Overview

Presented to:

Recruiting Research Consortium

January 25, 2001

Dr. Peter Legree
Selection and Assignment Research Unit



U.S. Army Research Institute for the Behavioral and Social Sciences, 5001 Eisenhower Avenue, Alexandria, VA 22333-5600

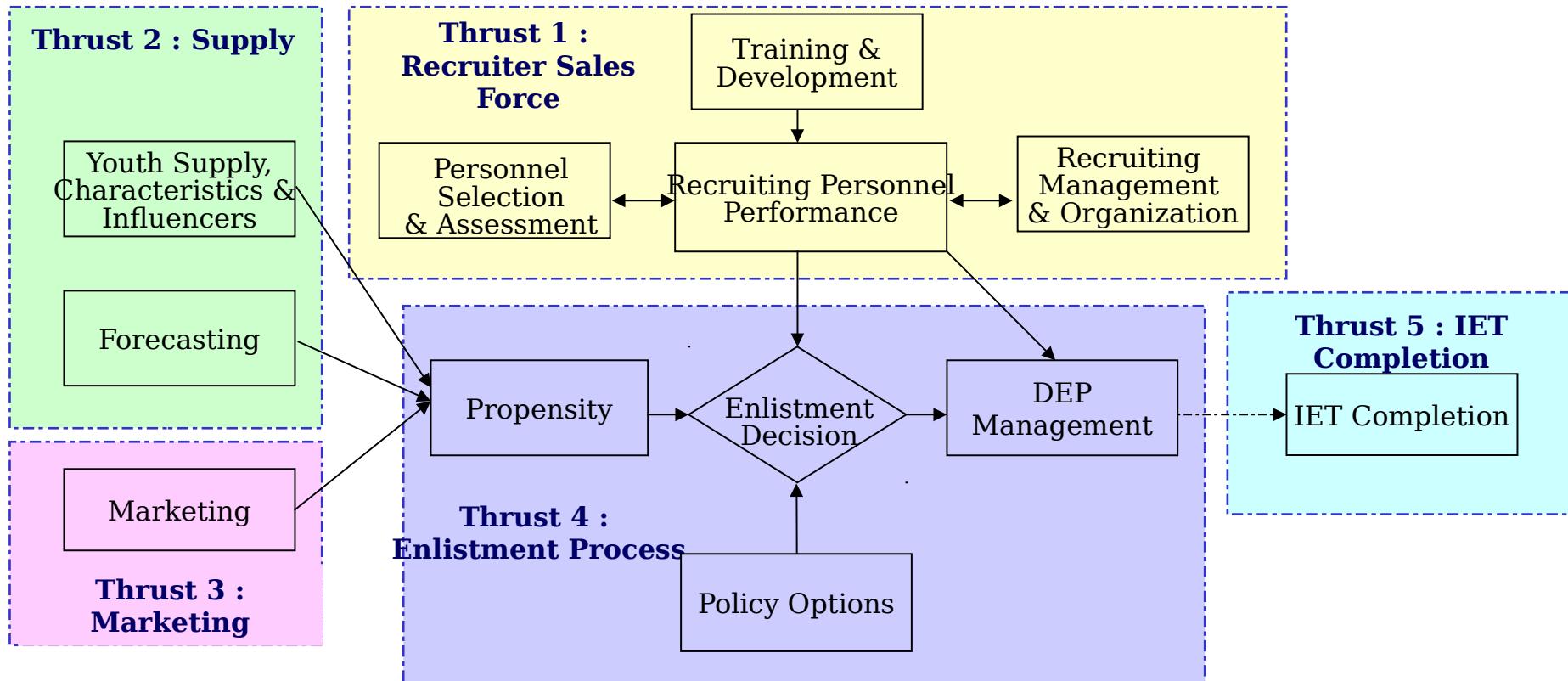


Purpose

Provide an overview of ARI recruiting research projects with emphasis on efforts conducted under Secretary of the Army Initiatives 1 and 5.3



Recruitment Research & Studies Model



- Recruiting Research & Studies Model was developed and updated following Recruiting Research & Studies planning meetings.
- The model was proposed to prioritize research & studies and to facilitate transition of products to user/customer.



Recruiting Research & Studies Roadmap FY00-FY07

Product	FY00	FY01	FY02	FY03	FY04	FY05	FY06
FY07							
Recruiter Personnel Selection and Assessment							
Literature Review & Planing ✓	\$110K						
Evaluation of Recruiting Station Business Practices (SecArmy 5.3)		\$545K (\$145K funded; \$400K unfunded; O&M)					
Preliminary Recruiter Assessment Tools (Initiative 1)			\$230 (\$115K funded; \$115 unfunded)				
Refined, Expanded Set of Recruiter & Station Commander Assessment Tools				\$2.2M			
Recruiter Training and Development							
Recruiter Assessment Training Exercises	\$200K						
Validated Schoolhouse & Sustainment Training Techniques - UFR					\$6.4M		
IET Completion							
Buddy Team Assignment Program SecArmy 5.3		\$250K (\$150 funded; \$100K unfunded; O&M)					
Recruit Characteristics and Attrition SecArmy 5.3			\$345K (\$245 funded; \$100K unfunded; O&M)				

 ARI-funded

 External funding

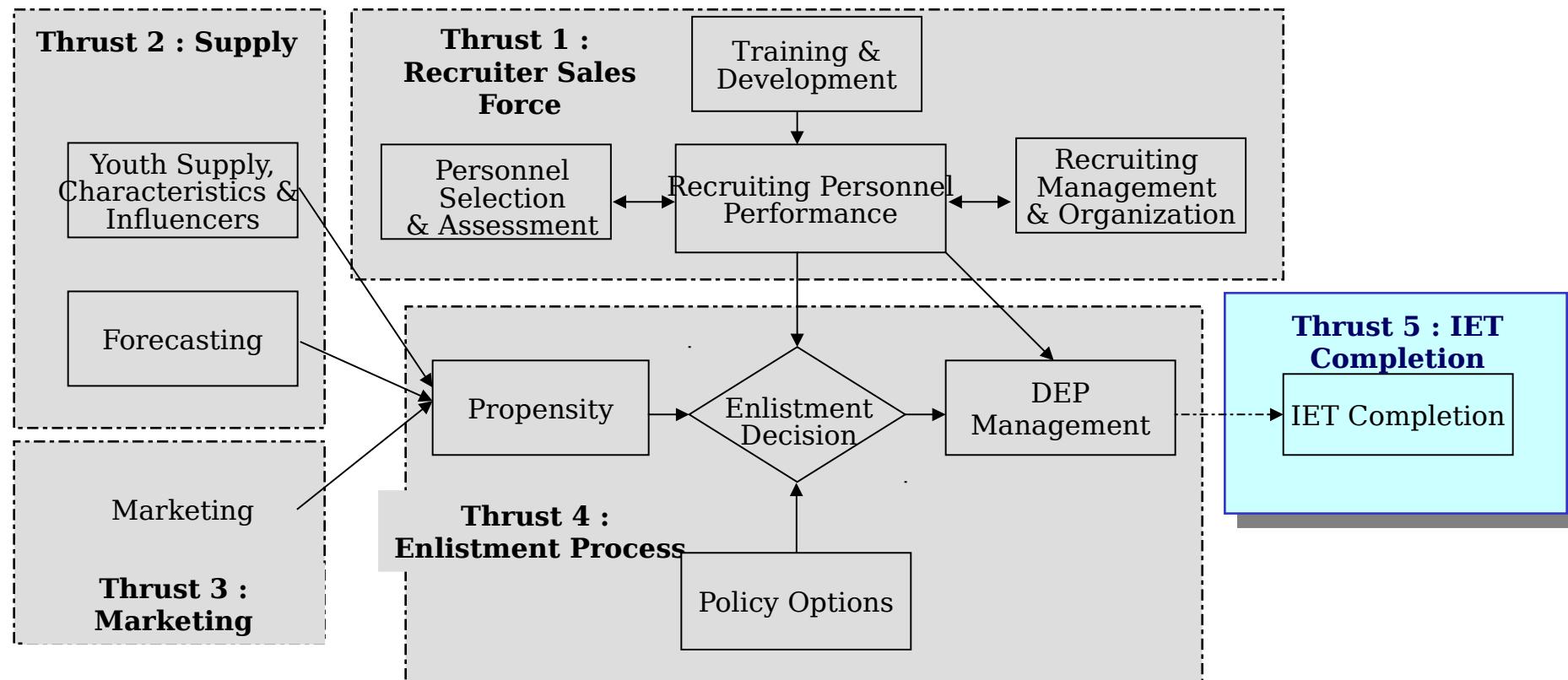
 Unfunded

✓ Completed



ARI Thrust 5 Research: IET Completion

- Buddy Team Assignment Program (SecArmy 5.3)
- Recruit Characteristics & Attrition (SecArmy 5.3)





Thrust 5: Buddy Team Assignment Program

- **Background**
 - Designed by the Commander, U.S. Army Infantry Center & School
 - Goal of reducing first-term soldier unit attrition by assigning OSUT battle buddies to the same first duty station
 - Program evaluation partly funded through SecArmy Initiative 5.3
- **Objectives**
 - Determine whether soldiers in buddy teams attrit at lower rates during the first duty unit
 - Determine whether presence of a buddy from OSUT increases soldier adjustment to the first duty unit
- **Agencies implementing evaluation**
 - **ARI, PERSCOM, FT Benning, and HumRRO**



Thrust 5: Buddy Team Assignment Program

• Approach

- Compare attrition rates of 11M soldiers whose OSUT battle buddies were assigned or were not assigned to the same first duty stations
- Administer surveys to determine effects of joint assignment to first duty stations on
 - soldier confidence
 - satisfaction with Army
 - commitment to term completion
 - ability to adapt (e.g, Army lifestyle; meet physical, performance, and conduct standards; deal with medical or personal/family problem)
 - soldier motivation
 - peer knowledge & relationships
 - job performance

• Products

- Preliminary information on BTAP program implementation (May 00)
- Final BTAP program evaluation (June 01)



Thrust 5: Recruit Characteristics and Attrition

- **Background**

- First Term is a rich longitudinal database tracking attrition among the FY99 accessions cohort
- Many soldiers in First Term sample completed AIM in large-scale validation effort: Sep 98 - May 99
- Linkage of AIM with First Term measures could enhance understanding and prediction of first-term attrition
- Evaluation funded through SecArmy Initiative 5.3

- **Objectives**

- Determine optimal combination of First Term measures with AIM that will maximize attrition prediction among high-risk soldiers: Tier 2 soldiers; Tier 1 females



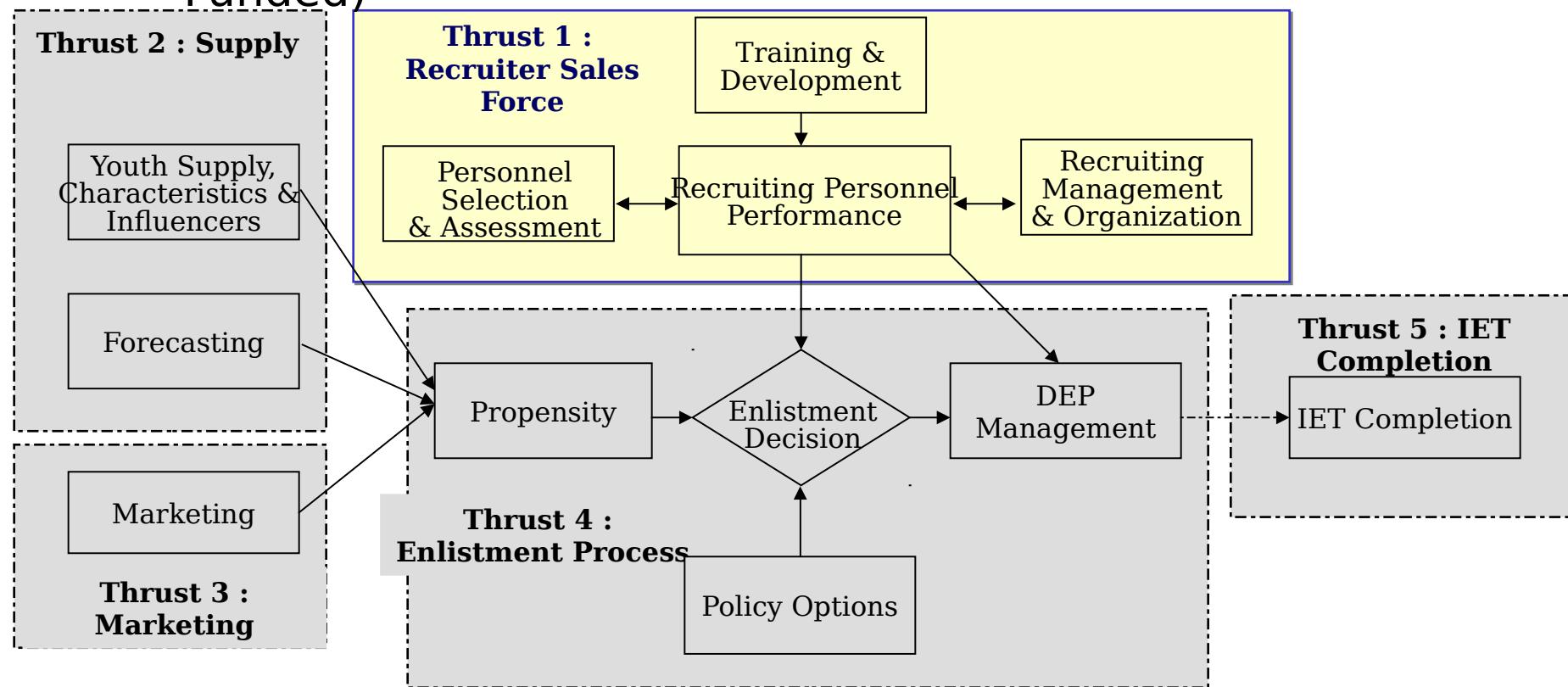
Thrust 5: Recruit Characteristics and Attrition

- **Approach**
 - Add other measures of recruit characteristics to AIM and determine how well they enhance prediction of attrition
 - Use 3-, 6-, 9-, and 12-month attrition as outcome measures
 - Examples of predictor measures: AIM scales, demographic variables (age), ASVAB test scores, First Term measures (job satisfaction, confidence, propensity, etc.)
- **Product**
 - Identified recruit characteristics predicting attrition (Sep 01)



ARI Thrust 1 Research: Recruiter Sales Force

- Business Practices (SecArmy Initiative 5.3)
- Recruiter Selection (SecArmy Initiative 1)
- Recruiter Assessment Training Exercises (ARI Funded)





Thrust 1: Business Practices

- **Background**

- USAREC has instituted a station missioning program in FY2001 that empowers station commanders to manage and allocate recruiting assets
- Decentralization allows variations in business practices followed by station commanders
- Evaluation of Business Practices funded through SecArmy Initiative 5.3
- ARI, USAREC, and HumRRO (contractor) working on program evaluation

- **Objectives**

- Describe variations in business practices
- Determine impact of variations in Business Practices on station level recruiting effectiveness



Thrust 1: Business Practices

- **Approach**
 - Identify defining features of USAREC as a sales organization
 - Review industrial organization literature to identify models that can be applied to business practices within a sales organization
 - Propose framework for evaluating station-level business practices (possible input from focus groups)
 - Develop evaluation plan (issues, sampling frame, data collection strategy)
 - Conduct evaluation (Phase Two, FY02)
- **Products**
 - Description of station-level business practices (Sep 01)
 - Evaluation of business practices - what works and why (Sep 02)



Thrust 1: Recruiter Selection

- **Background**
 - Sales literature and industry practices indicate promise of measures for selecting soldiers with sales related competencies
 - ARI, Command Psychologist USAREC, and PDRI (contractor) working in coordination
 - SecArmy Initiative 1 funded
- **Objective: Identify high potential soldiers for recruiting**
 - Immediate goal to assess soldier strengths while at RRS
 - Long-term goal is to screen soldiers for recruiting duty prior to RRS



Thrust 1: Recruiter Selection

- **Approach**

- Utilize ARI Soldier Selection Inventory (SSI) includes
 - Assessment of Individual Motivation (AIM)
 - Work motivation, stress tolerance, leadership
 - Background Information Form
 - Interpersonal skills, integrity, openness, social insight
 - Situational Judgment Test
 - Problem-solving skills, social intelligence
- Utilize additional measures including:
 - Battery for Assessment and Performance
 - Sales, 5-factor model, Stress & Coping Skills
 - Sales Interest Inventory
 - ASVAB scores from Army databases
- Test 600 recruiters nationwide across 10 BN
- Validate test scores against recruiter production and performance

- **Products**

- Preliminary screen based on concurrent validation for use in Initial Assessment Center (IAC) at the RRS (Sep 01)



Thrust 1: Recruiter Assessment Training Exercises

- **Objective**

- Develop comprehensive assessment and development concept for Army Recruiter Course (ARC)
- Identify and develop new assessment tools for ARC to enhance training effectiveness

- **ARI, USAREC Chief Psychologist & RRS coordinating**

- **Approach**

- Review scientific literature and professional assessment standards
- Benchmark against civilian organizations and academic institutions for sales training methods
- Analyze recruiter job and review ARC curriculum

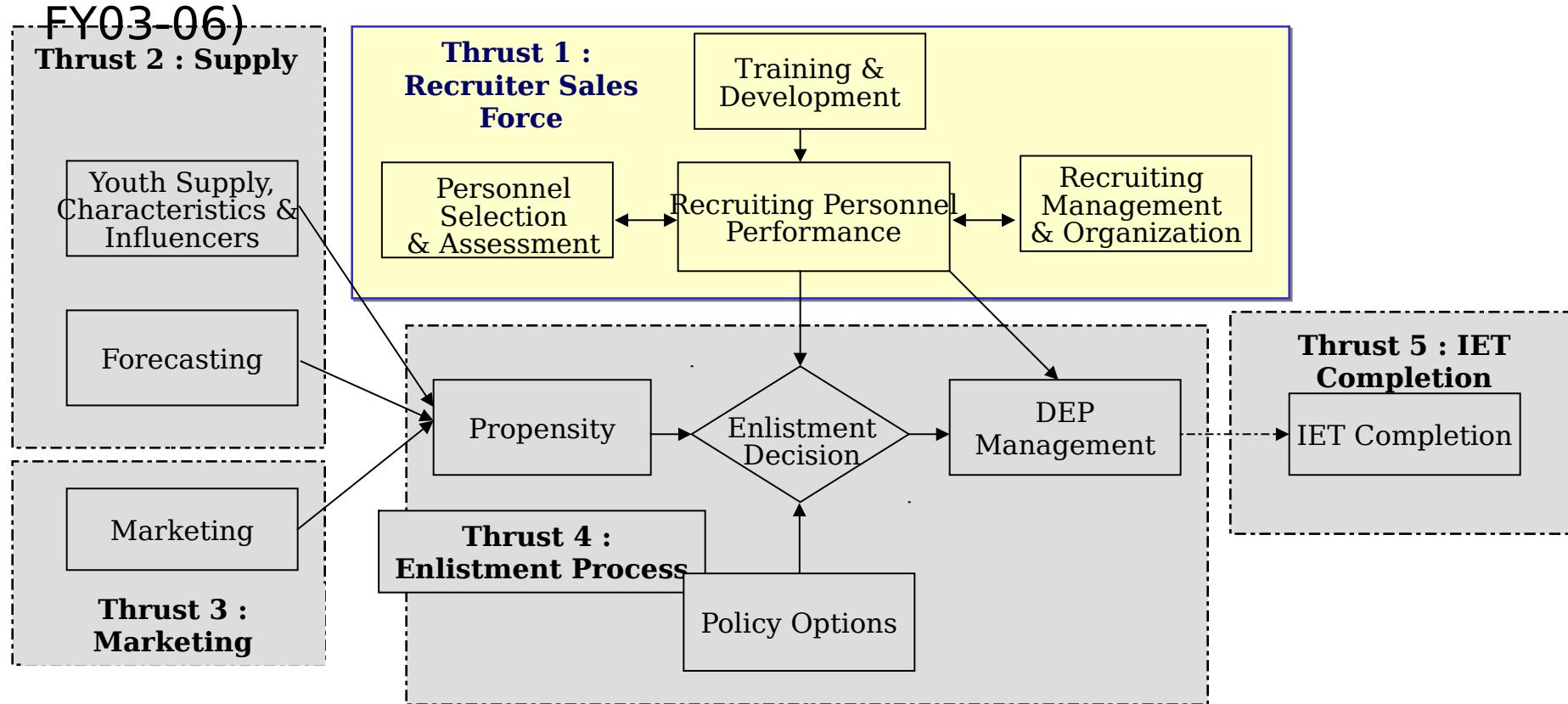
- **Products**

- Behavior-based rating scales for student evaluation and feedback (Apr 01)
- In-Basket Exercise for assessing time management / organizational skills (Apr 01)
- Situational Judgment Test for evaluating responses to realistic recruiting scenarios and developing problem-solving skills (Apr 01)



ARI Thrust 1 Research: Recruiter Sales Force New & Proposed Starts

- Recruiter and Station Commander Selection and Assessment (ARI Funded FY01-04)
- Compressing the Recruiter Development Cycle (UFR FY03-06)





Thrust 1: Recruiter and Station Commander Selection and Assessment

• **Objective**

- Develop and validate new screening and assessment tools to improve and sustain station commander performance
- Validate final screening tool for recruiters based on longitudinal design

• **Approach & Products**

- FY01--job analysis of station commander position
- FY01--review “sales best practices” and literature to identify critical station commander competencies, skills & knowledges
- FY02--preliminary tryout and validation of new measures for station commanders
- FY03--final validation of selection and assessment tools for station commanders and recruiters

• **Status**

- New start
- ARI is preparing SOW for 2Q01 to 4Q03 time frame
- Will brief plan to USAREC Chief of Staff and RRS Commandant



Thrust 1: Compressing the Recruiter Development Cycle

- **Background**

- Recruiter development is hampered by the unavailability of long-term growth career paths
 - Retaining the recruiting force is difficult

- **Objective:**

- Accelerate acquisition of prerequisite recruiter knowledge, skills and experiences
 - Propose recruiter career paths to support the recruiting force

- **Status:**

- \$6.4M UFR
 - FY03-FY06



Thrust 1: Compressing the Recruiter Development Cycle

- **Approach**

- Develop and adapt “fast-track” recruiter competency growth models
- Identify experiences and tacit knowledge through cognitive skill analyses
- Develop and adapt promising training innovations using advanced distributed training techniques, Internet technology and commercial best practices

- **Products**

- Recruiter competency growth model
- Recruiter tacit knowledge database
- Recruiter development techniques



Near-Term Products

- **Thrust 5: IET Completion Research**
 - Identified recruit characteristics predicting attrition (Sep 01)
 - BTAP attrition program evaluation (June 01)
- **Thrust 1: Recruiter Sales Force Research**
 - Evaluation of recruiting station level business practices (Sep 02)
 - Recruiter selection screen for use in IAC at the RRS (Sep 01)
 - Recruiter development exercises for the ARC (Apr 01)